

**CONCORDIA UNIVERSITY**  
**MINUTES OF THE OPEN SESSION**  
**OF THE MEETING OF THE BOARD OF GOVERNORS**

Held on Wednesday, 15 December 1993, immediately following the Closed Session,  
in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, Chairman, Dr. Tannis Arbuckle-Maag, Mr. Brian Aune, Dr. Michael Brian, Mr. Philip Dalton, Ms. Marianne Donaldson, Mr. John N. Economides, Me André Gervais, Mr. Leo Goldfarb, Ms. Lana Grimes, Prof. Gerald Gross, Dr. Henry Habib, Mr. Peter Howlett, Mr. Paul Ivanier, Dr. Patrick Kenniff, Rector and Vice-Chancellor, Mr. Frank Knowles, Mr. Ron Laughlin, Mr. Ron Lawless, Me George Lengvari, Sister Eileen McIlwaine, Ph.D., Vice-Chairwoman, Mr. Donald W. McNaughton, Mr. Eric Molson, Chancellor, Ms. Susan O'Connell, Dr. M.O.M. Osman, Dr. Peter Pitsiladis, Mr. Rick Renaud, Ms. Miriam Roland, Mr. James H. Smith, Mr. Brian Steck, Mr. Claude I. Taylor, Vice-Chairman, Me Manon Vennat, Ms. Susan Woods, Mr. Stanley Yee

Officers of the University: Dr. Charles Bertrand, Dr. Maurice Cohen, Me Bérengère Gaudet, Dr. Rose Sheinin

Absent: Mr. Alex Carpini, Mr. Dominic D'Alessandro, Dr. Leonard Ellen, Mr. Humberto Santos, Mr. Ramy Sedra, Ms. Cecile Sly, Mr. W.W. Stinson

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

|              |                                                                                                                          |
|--------------|--------------------------------------------------------------------------------------------------------------------------|
| BG-93-10-D68 | Supporting document for discussion of the 1993 <u>Maclean's</u> survey of Canadian universities                          |
| BG-93-10-D69 | Draft Deed of Servitude to affect the property belonging to Concordia University, located at 6931 Sherbrooke Street West |

1. Call to Order

The Open Session was called to order at 8:41 a.m.

1.1 Chairman's remarks

The Chairman waived his remarks.

1.2 Approval of the Agenda

On the request of a Board member, the Chairman added to the Agenda an oral report on the progress of the Task Force to review the recommendations of the Ad Hoc Committee on the Revision of the Composition, Rules and Procedures of Evaluation and Advisory Search Committees under "Other Business". The Agenda was approved as modified.

1.3 Approval of the Minutes

Upon motion duly moved and seconded (Donaldson, Brian), it was unanimously

## RESOLVED:

R93-98 THAT the Minutes of the Open Session of the previous meeting of the Board of Governors, held on 17 November 1993, be approved.

2. Business arising from the Minutes: 1993 Maclean's survey of Canadian universities

Dr. Kenniff outlined the contents of a document which was produced by his office to provide background information for discussion of the 1993 Maclean's survey of Canadian universities. He reminded the Board that his own view, and that of CREPUQ and the AUCC, was that the Maclean's ratings are seriously flawed on two counts: they are not based on verifiable data and Maclean's methodology doesn't bear up to scrutiny. As the present discussion was rooted in the Board's stewardship of University policies, he suggested that discussion of the survey focus largely on extracting lessons which may be helpful to Concordia.

The Rector identified some categories in which Concordia's ranking was low: these included the aggregate number of students graduating; number of introductory courses taught by senior faculty; proportion of faculty with doctorate degrees; level of research funding; library holdings; level of financial aid to students; and reputational ranking. In some of these areas, he was doubtful of the veracity of the results due to inconsistent methodology.

Dr. Kenniff explained that Concordia shares the current problem of other Québec universities, that many students fail to complete their programmes. The figures for Concordia are aggravated by the relatively large proportion of Concordia's student population which is registered only part-time; traditionally, the percentage of part-time students who graduate is much lower than of full-time students. A faculty member added that creative solutions need to be found to improve the delivery of services to part-time students who are often disadvantaged by the fact that they attend classes in the evening, when regular student services are closed. The Rector said the University is examining ways to increase part-timers' completion rates.

Dr. Kenniff pointed out that major initiatives have been undertaken to enhance our capacity to attract research funds, led by the Associate Vice-Rector, Academic (Research). As well, Concordia is continually striving to improve its ability to provide financial assistance to students.

Dr. Kenniff agreed that library holdings are inadequate, but added that Maclean's assessment was based on very crude calculations. Regarding the reputational ranking (derived from interviews with Canadian business leaders and university administrators), Dr. Kenniff said it was predictable that a young University would not rank highly. The low indicator for alumni support might be partially explained by Concordia's short history and relatively small alumni body, but internal data show remarkably strong support from our graduates.

Mr. Groome suggested that, with the consent of the Board, discussion be limited to fifteen minutes. This was agreed to with the understanding that, should there be an interest in continuing the discussion, it could resume after the other Agenda items had been dealt with.

Discussion ranged between two opposing points of view: (1) that participation in the survey incurs unjustifiable expenditures (approximated at \$10,000 for Concordia), and we

ought to withdraw; and (2) that the University ought to increase its investment in cultivating a better public profile while, simultaneously, working to improve the quality of the survey.

Those who thought the University should cease its participation argued that, if several universities withdrew, a domino effect might induce Maclean's to give up the feature for lack of support. Others countered that the strategy would be effective only if top-ranking universities led the movement - something they are most unlikely to do. Those who argued in favour of sustaining Concordia's participation felt that Maclean's would not abandon an initiative which has been successful from a business point of view.

The Rector explained that the AUCC had orchestrated discussions among universities and with Maclean's over the last two years. Most participating universities agreed to send their data to the AUCC as well as Maclean's, which will enable us to compare actual figures.

A Governor asked if there was any indication that Concordia's funders are responsive to the negative publicity. The Vice-Rector, Institutional Relations and Finance, Dr. Cohen, answered that while government funding is indifferent to Maclean's ranking, anecdotal information suggests that students are not; new enrolments may be adversely affected.

A faculty member addressed a number of points. He observed that, were we to replace the GPA standard with the grading method used by Oxford and Cambridge, which issue calibrated degrees - that is, first class, second class, and so on - we would graduate a larger number of students. He added that the GPA standard is statistically flawed. Regarding faculty, the Governor commented that since Concordia has such a small number of tenured faculty, allocation of their working hours sometimes entails difficult trade-offs. Also, the presence of part-time faculty is an asset in many departments, because these instructors bring their knowledge of industry and the professions to the classroom.

Another faculty member proposed that the University, itself, should generate indicators for the benefit of the internal community. During the upcoming period of financial restraint, it would be especially useful for faculty, staff and the Board to have relevant up-to-date information to help us situate our daily decisions in the context of a strategic plan. The information, he said, is probably readily available and need only be organized in a useful way. Another Governor agreed that Concordia must be able to assess its own standing, objectively as well as in comparison with other universities, as a point of reference for all its activities.

The Rector responded that comparisons between universities are difficult to make because the most attractive features of an institution are often unique; for example, people may choose to study at Concordia because of the high quality programmes offered at its colleges and cooperative education units. Dr. Kenniff said we need to define the essence of the kind of education we want to offer, and then do a better job of promoting it.

A Board member, who is also an alumnus, said he recognized that, in recent years, Concordia's reputation had suffered for several reasons. He recommended that Concordia initiate a market survey to poll its clientele for precise feedback about the quality of education we offer, which would enable us to enhance our attractiveness to students country-wide. The Governor proposed that Concordia emulate the efforts of American universities, which invest in developing an accurate profile of demand for higher education.

The Vice-Rector, Academic, Dr. Sheinin, said that she regretted the course that Maclean's

had taken because a quantitative survey does not convey the quality and character of an educational institution. Concordia must concentrate on achieving academic excellence, she said; with sustained effort, we will have reached our goal in three or four years.

It was agreed that discussion of the Maclean's survey could be continued during the Joint Meeting of Senate and the Board in February 1994.

3. Election of Mr. Leo Goldfarb to Standing Committees of the Board

Upon motion duly moved and seconded (Taylor, Osman), it was unanimously RESOLVED:

R93-99 THAT, on the recommendation of the Chairman of the Board, Mr. Leo Goldfarb be appointed as a member of the following Standing Committees of the Board of Governors: the Collective Bargaining Committee and the Real Estate Planning Committee.

4. Consent Agenda: Approval of a Draft Deed of Servitude of tolerance of encroachment affecting a Concordia property located at 6931 Sherbrooke St. West on the Loyola Campus

The following motion was approved unanimously and without debate:

R93-100 THAT Concordia University be authorized to enter into a Deed of Servitude of tolerance of encroachment with Lino P. Matteo and Gino Matteo, as outlined in Document BG-93-10-D69, in order that the encroachment caused on the property of the University at 6931 Sherbrooke Street West in Montréal (cadastral lot number 149-123 from the Cadastre of the Municipality of the Parish of Montréal), by an air duct being an appurtenance of the building at 6925-27-29, Sherbrooke Street West which belongs to Messrs Matteo, be legalized;

AND

THAT Dr. Patrick Kenniff, Rector and Vice-Chancellor, and Dr. Charles L. Bertrand, Vice-Rector, Services, be hereby authorized, for the above-mentioned purpose, to sign all deeds and documents, and more particularly, but without limiting the generality of the foregoing, to sign the Deed of Servitude of Tolerance of encroachment prepared by Me Marie-Paule Fortin, Notary, being submitted to the present meeting and approved thereat, and also to do all they may deem necessary or expedient for said purpose.

5. Status Report on the 1993-94 Annual Giving Campaign

The Campaign Chairman, Mr. Santos, being absent, Dr. Cohen urged the Governors to read the Volunteer Newsletter and the summary prepared by Mr. Santos, which were distributed at the beginning of the meeting. He reported that a recent Campaign highlight was Concordia's first Toronto alumni phonathon. To date the Campaign had achieved 27% of its goal, Dr. Cohen added.

A member of the Advancement Committee suggested that one way to boost Concordia's ranking regarding library holdings was to specify that one's donation to the Annual Giving Campaign be allocated to acquisitions for our libraries.

## 6. Reports of the Standing Committees

### 6.1 Benefits and Pension Committees

The Chairman of these Committees, Mr. Lawless, reported that the Pension Committee approved a revised statement of its investment policy at a meeting held on 8 December 1993. He would discuss its contents with the Board in the new year. Dr. Cohen reminded the Board that, pursuant to Bill 116, the Pension Committee has authority to approve the Pension Fund's investment policy without consulting the Board. Dr. Cohen said copies of the document were available through his office.

There was nothing to report for the Benefits Committee, which also met on 8 December.

### 6.2 Budget Committee

Committee Chairman Brian Aune reported on the business of the meeting of 10 December 1993. He reported that review of the 1992-93 financial statements showed that the University had achieved a surplus of \$593,000. This was the third successive year in which Concordia reported a surplus of revenues over expenditures.

Review of the current year showed significant variance from projected revenues and expenses; overall, a larger surplus for 1993-94 was foreseen, than was budgeted in May 1993.

On a third matter, Mr. Aune reported that the Committee had reconsidered a request which the Concordia Council on Student Life (CCSL) had first presented in May 1993, for approval of a three-year student services operating budget. At its meeting of May 1993, on the recommendation of the Budget Committee, the Board had approved a CCSL budget for 1993-94 only, pending a meeting with Dr. Donald Boisvert, Associate Vice-Rector, Services (Student Life), to address certain reservations. Dr. Boisvert attended the recent meeting of the Budget Committee, and won support for the CCSL's three-year planning initiative. The Budget Committee would recommend approval of the CCSL budget for the years 1994-95 and 1995-96, at the January 1994 Board meeting. Future budgets will be presented as a three-year rolling budget to be approved in principle by the Budget Committee, of which only a single year will be approved formally at any one time.

Mr. Aune said that a five-year financial framework for the period 1994 to 1999, presented by the administration, was strongly endorsed by the Budget Committee. The draft plan had already been introduced to certain senior people in the academic and administrative sectors, and the Committee encouraged Dr. Kenniff and Dr. Cohen to develop and refine the proposal for adoption by Senate and the Board.

## 7. Report of the Rector

The Rector announced the decision, taken jointly by the Steering Committee of Senate and the Executive Committee of the Board, to hold a joint meeting of the Board and Senate on Friday 18 February 1994. The meeting will be held on the downtown campus, with the exact location to be determined later. There was consensus that the main item on the Agenda would be preliminary discussion toward the development of a strategic plan for Concordia which combines academic and administrative efforts, Dr. Kenniff said, for

which he would prepare a discussion paper.

Elements of the discussions emanating from the report of the Budget Committee, and the Maclean's survey, could be included in the general discussion of Concordia's strategic plan.

Dr. Kenniff announced that his luncheon address to the Chambre de Commerce du Montréal Métropolitain was scheduled for 12 p.m., on Tuesday, 25 January 1994, in the Hôtel Meridien.

The Rector closed his report with a personal wish that everyone enjoy a happy holiday season.

## 8. Reports of the Vice-Rectors

- 8.1 Dr. Sheinin, the Vice-Rector, Academic, informed the Board that the Canadian Engineering Accreditation Board (CEAB) had visited the Faculty of Engineering and Computer Science on 26 and 27 November. She said she expected the CEAB report, to be delivered in June 1994, would be positive and complimentary. Dr. Sheinin expressed appreciation to everyone in the Faculty for their cooperation, making special note of Associate Dean Douglas Hamblin.

Dr. Sheinin reported that Dr. Ching Suen, Director of Concordia's Centre for Pattern Recognition and Machine Intelligence (CENPARMI), had signed a \$1.2 million contract with Bell Canada.

Regarding a third subject, the Vice-Rector, Academic, noted that public hearings were held by the Independent Committee of Inquiry to address issues of academic and scientific integrity on Tuesday, 7 December 1993. Although there was less interest in making submissions than was hoped for, the community was well-represented by the speakers. Dr. Sheinin added that Dr. Harry Arthurs, Chairman of the Committee, conveyed the Committee's gratitude for the opportunity to meet with faculty members.

A faculty member applauded the Accounting students of the Concordia Commerce and Administration Faculty whose success rate in the 1993 Uniform Final Examination of the Canadian Institute of Chartered Accountants exceeded that of other Quebec universities, and the national average, by a large margin. To this, Dr. Sheinin added praise for the Commerce and Administration Students' Association (CASA) executive, which had created a computer laboratory for students in the Faculty with \$80,000 savings set aside over the past three years. The computer lab has been named in honour of Professor Roland Wills, a former Associate Dean of the Faculty.

- 8.2 Dr. Bertrand, the Vice-Rector, Services, confirmed that information concerning the CCSL Budget for 1994-95 and 1995-96 would be available in January 1994.

Dr. Bertrand informed the Board that, during a 14 December telephone interview with a Gazette reporter, he had indicated Concordia's decision not to close down an electronic mailbox through which information concerning the Teale/Homulka trials (closed to the news media) was allegedly being transmitted. Although some universities had closed their mailboxes to curtail access to this information, it was his view that news, once released, could not be effectively censored.

He added that an upbeat article, on the subject of Concordia's plans to improve its athletics and recreational facilities, had appeared in the Gazette on 9 December 1993.

- 8.3 Dr. Cohen, the Vice-Rector, Institutional Relations and Finance, noted that the financial framework, previously mentioned by the Chairman of the Budget Committee, was being distributed to the Chairs of all academic departments and would be forwarded to the Board for information in January 1994. He said that the basic idea behind the document was to outline a set of common financial goals for the years 1994 through 1999, and encourage individual departments to select and develop ways to contribute to the University's overall efforts to achieve these goals.

9. Correspondence

The Secretary-General reported that there was no correspondence.

10. Any other business

Mr. Groome asked Mr. Taylor to report, on behalf of himself and Dr. Habib, on the progress of their review of the recommendations of the Ad Hoc Committee on the Revision of the Composition, Rules and Procedures of Evaluation and Advisory Search Committees. Mr. Taylor indicated that their report would be finalized at a meeting to be held later that morning, and submitted to the Board early in 1994.

A Governor said he had received a letter, dated 6 December 1993, complaining of discrimination against female lecturers at Concordia; he asked if anything had been done to respond to the authors' concerns. Dr. Kenniff answered that he had heard of the matter, which was being pursued according to procedures specified in the collective agreement; he preferred, therefore, not to comment on the particular case at present. The Rector added that he deplored the decisions of certain individuals to appeal directly to the Board, instead of following established procedures.

Mr. Groome wished everyone a very happy holiday.

11. Date of next meeting

The next regular meeting of the Board will be held on Wednesday, 19 January 1994, at the Sir George Williams Campus at 8:00 a.m.

12. Adjournment

The meeting of the Open Session adjourned at 9:45 a.m.

Me Bérengère Gaudet  
Secretary of the Board of Governors